

**MINUTES OF THE REGULAR MEETING**

**OF THE**

**BOARD OF VISITORS**

**UNITED STATES AIR FORCE ACADEMY**

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**4-5 February 2011**

**Approved: 27 Apr 2011**

**by the USAFA BOARD OF VISITORS**

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**MINUTES OF THE REGULAR MEETING  
BOARD OF VISITORS (BoV)**

**UNITED STATES AIR FORCE ACADEMY (USAFA)**

The Chairman opened the meeting of the USAFA Board of Visitors at 1330 on Friday, 4 February 2011 and the meeting continued on Saturday, 5 February 2011 at 0730 through 1440.

**ATTENDANCE**

**MEMBERS PRESENT:**

Ms. Marcelite Harris  
Mr. Arlen Jameson  
Representative Doug Lamborn (R-CO)  
Representative Jared Polis (D-CO)  
Mr. Alfred Sandoval (Vice Chair)  
Ambassador Susan Schwab (Chair)  
Ms. Susan Ross  
Representative Niki Tsongas (D-MA)

**MEMBERS ABSENT:**

Mr. Robin Hayes  
Senator James Inhofe (R-OK)  
Senator Ben Nelson (D-NE)  
Representative Loretta Sanchez (D-CA)

**AIR FORCE SENIOR STAFF:**

Honorable Daniel Ginsberg, Assist Secretary of the Air Force for Manpower and Reserve Affairs  
Lt General Richard Newton, Assist Vice Chief of Staff of the Air Force  
Mr. Bill Booth, USAFA BoV, Designated Federal Official (DFO)  
Mr. Dave French, USAFA BoV, Alternate Designated Federal Official (DFO)

**USAFA SENIOR STAFF:**

Lt Gen Michael Gould, Superintendent  
Col Tammy Rank, Vice Superintendent  
Brig Gen Richard Clark, Commandant of Cadets  
Brig Gen Dana Born, Dean of the Faculty  
Dr. Hans Mueh, Athletic Director  
Dr. Adis Vila, Chief Diversity Officer  
CMSgt Todd Salzman, Command Chief  
Col Bart Weiss, Preparatory School Commander  
Col Rick LoCastro, 10<sup>th</sup> Air Base Wing Commander

**BoV EXECUTIVE SECRETARY:**

Col William Hampton (AF/A1DO)  
Lt Col Shawn Mann (AF/A1DO)  
Capt Tyson Edwards (AF/A1DO)

**4 February 2011**

**Opening Comments**

Ambassador Schwab, the Chairman, opened the meeting with an introduction of the attendees. Members were released to meet with their subcommittees and returned for the briefings in the main room.

**USAFA Metrics Review**

Col Therianos discussed AFI 36-3502, "Performance Management Program for the United States Air Force Academy" and graduate statistics. The performance measures are used to assess performance on the completion of mission objectives. In contrast, graduate statistics are used to track performance across the cadet year groups. Both are used to monitor compliance as prescribed by policy directive, AFD 36-35, "United States Air Force Academy".

At the tactical level, Juniors and Seniors seem to have the highest rates of success. They know the routines and are able to focus their efforts on academics. It is a reflection of their maturity within the system. Therefore, their academic performance measures (Grade Point Averages) and standards of conduct tend to be higher.

In contrast, Sophomore's tend to be challenged because they are still learning routines and fail to function well in less structured environments. It could be viewed as "competing demands". It is during this transitional period that cadets seem to be most vulnerable. This seems to be true across all measures, academics, fitness as well as character and leadership. However, it is noteworthy that attrition rates are at a five-year low.

The Air Force Personnel Center provides long term (longitudinal- 10 year or more) trend data. USAFA graduates tend to be recognized and perform well in the Air Force. They have fewer deferred promotions, higher "Below-the-Zone" selection rates, and more command tour opportunities. In the area of Professional Military Education (PME), USAFA graduates have similar performance rates as their contemporaries. Retention trend data identified USAFA graduates as strong within the first ten years, average for 10-20 years, and strong in service as senior leaders.

**USAFA Diversity Strategic Plan**

Dr. Vila, the new Chief Diversity Officer (CDO), framed the USAFA diversity program as an Air Force program to be inclusive of world issues. She wants to start with established programs and move toward creating process efficiencies. To expand outreach and recruitment, she wants to explore geographic and cultural definitions of people groups by including foreign language and world cultures that define regional differences. Metrics will be developed to track the effectiveness of this process change, a new definition of diversity which includes perception and the integration of differences to build a foundation of strength.

Strategic communication is viewed as a critical milestone. Within 18 months, Dr. Vila wants to focus on the diversity of thought by creating a continuum of learning that advocates process improvements and reframes or addresses negative press/perceptions. It is an effort to re-educate by replacing tolerance with inclusiveness and building upon the synergy of combined strengths.

Finally, research will serve as a springboard to identify best practices of excellence from business, other programs, and other Service academies. She closed her comments with how some of the ideas were used within the Department of Agriculture to improve diversity.

### **Closed Session (Cadet Focus Group)**

**5 February 2011**

The meeting resumed at Harmon Hall.

### **Introduction**

Ambassador Schwab had the board members reintroduce themselves. The agenda for the day was reviewed and then members transitioned into Subcommittee updates.

### **Admissions and Graduation (Mr. Alfredo Sandoval)**

Mr. Sandoval stated the committee had several topics of discussion. First, the Academic intervention program not only teaches cadets how to study but it now tracks cadet performance. They are currently looking at how the ALO program gathers data to improve utilization of their resources. The committee also briefly discussed budgets cuts and their effects on admissions. Mr. Ginsberg reiterated that diversity is the key and should guide the decision-making process. Finally, the Falcon Foundation is exploring early interventions that may be able to assess students with potential as early as the eighth grade.

### **Character and Leadership (Congresswoman Niki Tsongas)**

Congresswoman Tsongas discussed the Center for Character and Leadership Development and related issues. They also explored social issues and how future leaders need to be cognizant of relevance and impact. Finally, the group reviewed the honor code and the stated goals. This discussion was linked to a meeting that occurred at the Academy in early October.

### **Academic and Course of Instruction (Congressman Jared Polis)**

As the chairperson, Congressman Polis discussed several topics. First, assessment was discussed as a continuous process which was outlined in the accreditation report. The faculty has participated in retreats and conferences to build and review measures for content areas.

Second, faculty sustainment was an area of concern, specifically faculty-to-student ratios. Current ratios have increased from seven-to-one to nine-and-a-half-to-one. Recent budget cuts and AF mission requirements are impacting the USAFA mission. The committee submitted

language to the board to approve, stating the business process should not burden faculty members nor undermine mission objectives. Mr. Ginsberg indicated that future deployment of faculty members was under review which would provide some relief for the faculty-student ratio issue at the Academy.

Finally, Congressman Polis indicated several RAND studies were underway. The results will be released to the Board upon completion. In addition, he stated that USAFA did not have selectees for the Rhodes or Marshall scholarship this year. In conclusion, committee members were encouraged to identify areas of concern with specific language for the USAFA BoV to review for action.

### **Infrastructure and Resources (Congresswoman Niki Tsongas)**

Congresswoman Tsongas discussed “Fix USAFA” updates with an emphasis on the progress made on the Vandenberg Hall project. The committee is impressed with how well USAFA is managing the housing of displaced cadets during the renovation project. In addition, the solar array project has gained support. Long term benefits include a 10-year payback which will result in reduced utilities, which are guaranteed for 25-years.

During Col LoCastro’s presentation, he discussed the outcomes of a meeting with contractors on the Center for Character and Leadership Development. The building is on schedule. He also answered questions about future utilization of solar technology at the Academy.

### **Superintendent and Command Chief’s Update**

Lieutenant General Gould discussed the outcomes from the Religious Respect Conference held last November. USAFA plans to implement the Religious Training program. The program has information that targets cadets in each developmental year at the academy. The program focuses on diversity and respecting the freedom of others. The program will be fully deployed within eight months.

Next, the results from the climate survey were discussed. The next survey will be administered by the Air Force Management Agency (AFMA). AFMA will help USAFA execute a standardized survey that uses benchmarks to build longitudinal data.

Another point of discussion was the Cadet Program Review. Programs were reviewed to determine the etiology and purpose of existing cadet organizations/clubs at USAFA. A database with tracking criteria will assess trends and potential requirements for intervention.

An area of high interest is AF end strength. Lieutenant General Gould discussed how USAFA will reduce its cadet end-strength to 4,000 by September 2012. They have an aggressive plan and are making progress in reaching the goal.

Brief comments were used to address on-going renovation projects and how cadets exemplify fanatical pride at the academy. These comments lead to a transition where Chief Salzman spoke about enlisted member accomplishments and how they relate their experience to help prepare

cadets for the rigors of academy life. Some become Academy Military Trainers (AMTs) and others attend the Prep school to become outstanding leaders of character. In summary he stated, enlisted members have a great capacity to lead at the academy and help mold future leaders.

### **2009 OSD Sexual Assault and Gender (SAGR) Report**

Col Renner provided information on the Sexual Harassment and Violence (SH&V) report as well as the Service Academy Gender Relations Survey (SAGR). This information is reported to senior leaders and closely monitored for trends. The data uses restricted and unrestricted information in the reports. The SAGR is another useful report. Col Renner reviewed the data with the board and identified how the data can be used to track positive and negative trends.

### **Closed Session (Character Update)**

#### **Don't Ask Don't Tell Way-Ahead**

Lieutenant General Gould shared that the Academies position supports DoD and the Air Force. Currently, guidance is still being worked in the areas of education and training. The training pillars are leadership, professionalism, respect and discipline. Further action will be taken once the prescribed training format is approved by OSD.

### **Closed Session (Cadet/Permanent Party Focus Group)**

#### **Association of Graduates (AOG) and USAFA Endowment (UE) Updates**

Mr. Storm stated that the working partnership between the AOG and UE has increased the efficiency of the programs. AOG has been able to concentrate on their mission; serving graduates, the Academy, and mutual heritage. This year alumni chapters have grown and even expanded overseas. This represents a gain of more than 2000 new members. Likewise, Mr. Holiday stated that through increased donor support the UE was able to fund new projects at the Academy. The effectiveness of both groups is the result of the Memorandum of Agreement signed by both organizations. This year, donor participation has increased by 17 percent and participation continues to grow.

### **The Meeting Adjourned at 1430**

#### **Summary of Follow-on Actions**

The USAFA Board of Visitors passed a motion to submit a letter outlining concerns about faculty deployment and its impact upon the mission impact.



WILLIAM E. HAMPTON, Col, USAFA  
Executive Secretary

**APPROVED: 27 April 2011**



SUSAN C. SCHWAB  
Chairman, USAFA Board of Visitors